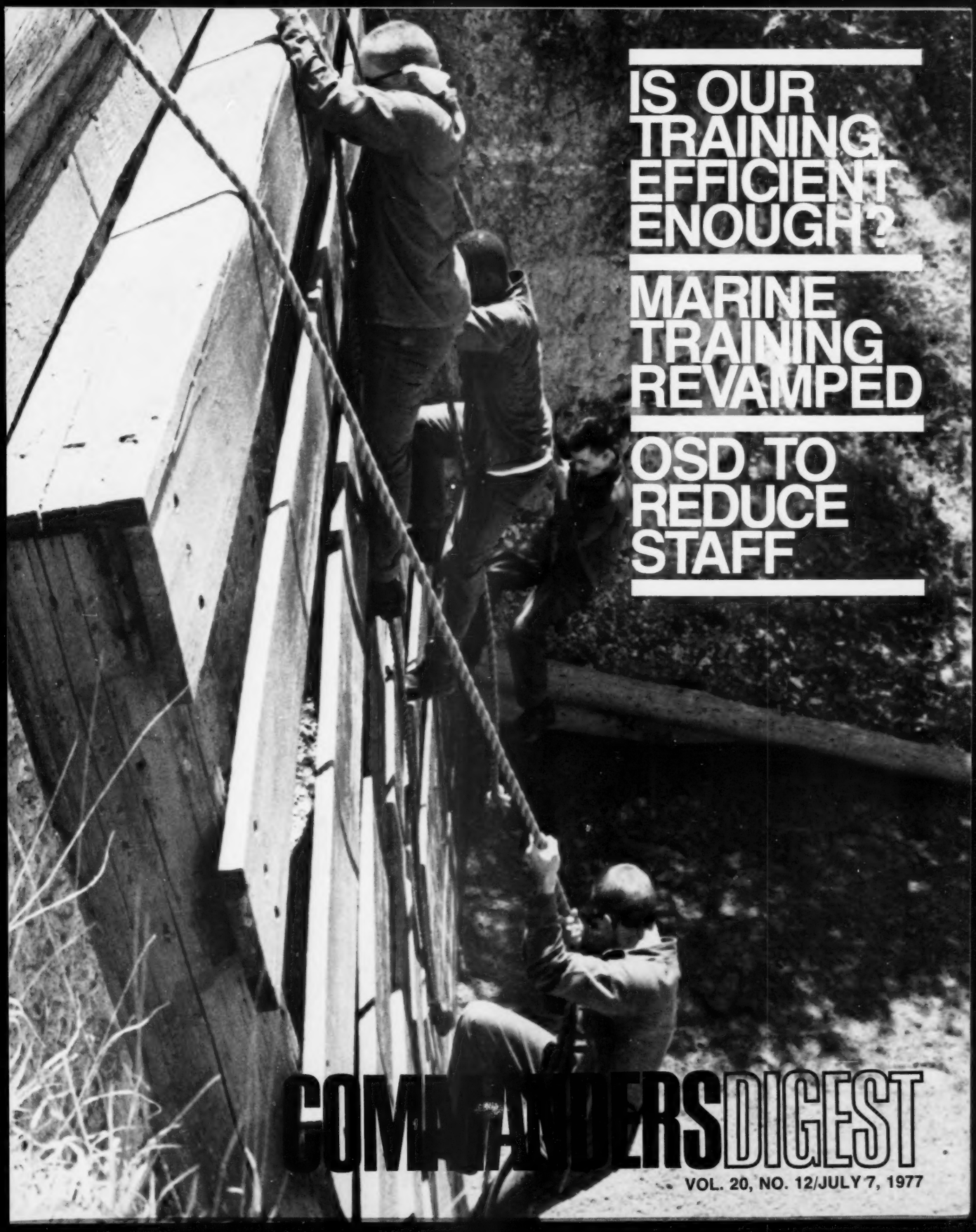


IS OUR TRAINING EFFICIENT ENOUGH?

MARINE TRAINING REVAMPED

OSD TO REDUCE STAFF

COMMANDERS DIGEST

VOL. 20, NO. 12/JULY 7, 1977

A Navy Pilot takes underwater environmental training using the Delbert Dunker Trainer. During FY 1978, an average of 213,000 active military personnel will undergo individual training.

DoD's EFFORTS TO INCREASE TRAINING EFFICIENCY

By I.M. Greenberg
Deputy Assistant Secretary of Defense
(Planning and Requirements)

Effective individual training is essential to the readiness of U.S. military forces. Because of the very large investment of resources in individual training, the Department of Defense must continue efforts to make training activities as efficient as possible.

The law requires that military student training loads—that is the average number of military students and trainees in training status during the year—be authorized by the Congress. The military student training loads requested for authorization for Fiscal Years 1978 and 1979 are shown in Table 1.

During FY 1978, an average of 213,000 active military personnel and 36,000 National Guardsmen and Reservists will be undergoing individual training. About 86 per cent of the total training load is composed of training for the active forces; the remaining 14 per cent is training for members of the Reserve Components (RC), while on active duty, conducted by active force training organizations.

DEFENSE NEWS BRIEFS

OSD Manpower Analysis Begins

Secretary of Defense Harold Brown has initiated a comprehensive analysis in the Office of the Secretary of Defense to improve management and seek manpower reductions of 20 to 25 per cent.

The analysis of organization and staffing levels will include a review of assigned functions and responsibilities, with the aim of reducing the number of assigned military and civilian personnel. OSD officials were told to consider the following:

- Organizational alternatives to accomplish assigned tasks and responsibilities as effectively as possible.
- Elimination of functions which contribute only marginally to the Defense mission.
- Consolidation of related functions.
- Transfer of functions out of OSD.
- Reductions in the number of people assigned to functions that are retained.

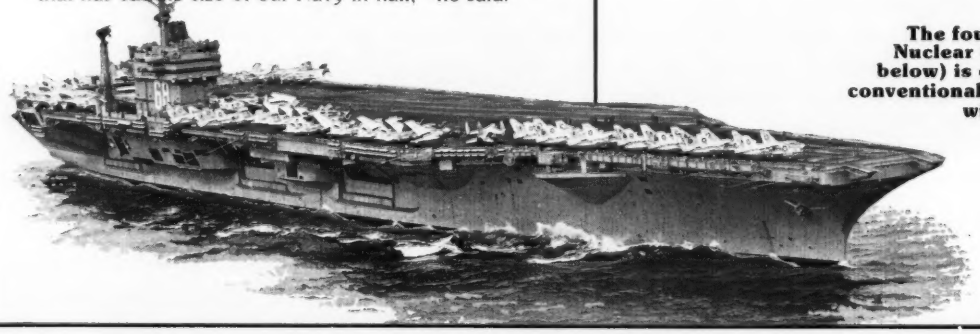
Officials are to analyze functions and determine the optimum organization and number of people required, and to submit plans to that effect by mid-June for review by the Secretary of Defense.

There are 1,488 civilians and 577 military assigned to functions of the Office of the Secretary of Defense.

Aircraft Carrier Construction To Increase Capability

Secretary of Defense Brown told Congress May 24 that his plan to substitute two smaller, conventionally powered carriers (CVV) for the fourth, larger Nimitz Class nuclear carrier (CVN) is not an attempt to save money but to increase military capability.

"The CVV is not a budgeteer's ship. It is recognition that numbers of ships, the size of the fleet, and the ability to meet our commitments around the world simultaneously, instead of on a time-sharing basis, are important. It is an effort to arrest the trend that has cut the size of our Navy in half," he said.



The fourth Nimitz Class Nuclear Carrier (like one below) is out. Two smaller conventionally powered ones will take its place.

AFCS to Move to Scott AFB

Air Force has decided to go ahead with earlier announced plans to close Richards-Gebaur AFB, Missouri, and transfer Headquarters, Air Force Communications Service to Scott AFB, Illinois.

Air Force said it considered the significant socio-economic impacts in both the Richards-Gebaur and Scott Air Force Bases in reaching the decision.

The base closure will eliminate some 1,500 manpower spaces (800 military) for an annual saving of $19 million.

Headquarters, AFCS will retain its status as a major air command at Scott, though certain non-technical staff support will be performed by the Military Airlift Command already at Scott.

Richards-Gebaur will be turned over to the General Services Administration for disposal and civilian reuse. Air Force is making provisions for basing a Reserve airlift wing at Richards-Gebaur.

Boards Begin Review of Discharges

Discharge Review Boards of the Military Departments have begun review of discharges on a case-by-case basis of individuals who have elected to participate in the Special Discharge Review Program for certain Vietnam-Era veterans.

The program was initiated April 5, 1977, with an announcement of procedures for individuals discharged or in a deserter status from the Vietnam Era (Aug. 4 1964 to March 28, 1973)

To determine eligibility and make application for review and upgrade of a General or Undesirable discharge, individuals should telephone the Joint Liaison Office in St. Louis, Missouri. (toll-free 800 325-4040 for most states except for Missouri, Alaska, Hawaii, and Puerto Rico where individuals should call collect 314 423-9120.)

Table 2 displays the percentage of total active force training loads and Reserve Component training loads attributable to each of the major categories of training in FY 1978.

Most of the training loads projected for FY 1978—all of recruit training, one-station unit training and officer acquisition training, most of flight training and two-thirds of specialized skill training—are associated with the initial training of new Service Members to introduce them to military life and provide them with basic job skills. About 77 per cent of active force training, and 90 per cent of Reserve Component training, are conducted for this purpose. The remaining training, for the most part, prepares military personnel in later stages of their careers to assume positions of higher responsibility and greater technical complexity.

Trends in Training Loads

Total training loads, over the past several years, have been considerably lower than the levels which prevailed in FY 1973. Total training loads since FY 1973 have remained relatively constant, but their internal composition has changed.

Table 3 compares actual training loads in FY 1973 and FY 1975 with those projected for FY 1978 for each of the active components and the Reserve Components.

Overall, training loads decreased by 17 per cent from FY 1973 to FY 1978, with an active force decrease of 22 per cent, offset to some extent, by an increase in Reserve Component loads due to planned increases in non-prior service accessions. The decrease in active force loads reflects, in part, the lower rate of non-prior service accessions since FY 1973.

Table 4 shows training load trends for the same years by the major categories of training. For purposes of comparability, Army one-station unit training, which was not in use in FY 1973 and used only on a test basis in FY 1975, is allocated to recruit and specialized skill training in the FY 1978 column of the table.

Significant reductions are seen in the two largest load categories, recruit and specialized skill training. There are also notable load reductions in flight training and professional development education, two types of training which, although relatively small in numbers of participants, are expensive in terms of cost per student.

Funding for Individual Training

Funding required for the requested training loads for FY 1978 totals approximately $6.1 billion, of which 39 per cent is made up of pay and allowances for the students and trainees. The remainder includes pay and allowances of the military and civilian personnel who conduct and support the training, operations and maintenance costs, and training-related procurement and construction funded in FY 1978. Table 5 shows total training funding for each Service.

Requested Training Loads, FY 1978 and 1979

	FY 1978	FY 1979
Active Forces		
Army	77,711	78,450
Navy	60,767	61,287
Marine Corps	24,020	24,701
Air Force	50,356	51,981
Subtotal, Active Forces	212,854	216,419
Reserve Components		
Army National Guard	16,606	16,109
Army Reserve	11,136	11,553
Naval Reserve	1,065	1,049
Marine Corps Reserve	3,449	3,221
Air National Guard	2,598	2,601
Air Force Reserve	1,186	1,188
Subtotal, Reserve Components	36,040	35,721
DoD Total	248,894	252,140

Table 1

Per Cent Distribution of Training Loads, FY 1978

Training Category	Active Forces	Reserve Components
Recruit Training	27	37
Army One-Station Unit Training	3	9
Officer Acquisition Training	7	2
Specialized Skill Training	55	51
Flight Training	2	1
Professional Development Education	5	1
Total	100	100

Note: May not add due to rounding.

Table 2

Active and Reserve Training Load Trends by Service, FY 1973-78

(Thousands)

	FY 1973	FY 1975	FY 1978	Per Cent Change FY 1973-78
Army	109	86	78	-28
Navy	77	66	61	-21
Marine Corps	30	26	24	-20
Air Force	59	49	50	-14
Total Active	274	228	213	-22
Reserve Components	25	18	36	+44
Total DoD	299	246	249	-17

Note: May not add due to rounding.

Table 3

Active and Reserve Training Load Trends by Training Category, FY 1973-78

(Thousands)

	FY 1973	FY 1975	FY 1978	Per Cent Change FY 1973-78
Recruit	94	76	76	-19
Officer Acquisition	20	19	16	-18
Specialized Skill	157	130	140	-11
Flight	9	6	5	-45
Professional Development	20	15	12	-37
Total	299	246	249	-17

Note: Numbers may not add due to rounding.

Table 4

Aggregate Funding of Individual Training by Service, FY 1978

($ Millions)

Army	Navy	Marine Corps	Air Force	DoD
2,535	1,549	452	1,600	6,136

The same funding is shown below attributed to each of the major categories of training.

Aggregate Funding of Individual Training by Training Category, FY 1978

($ Millions)

Recruit Training	840
Officer Acquisition Training	158
Army One-Station Unit Training	379
Specialized Skill Training	3,387
Flight Training	939
Professional Development Education	431
Total	6,136

Table 5

Manpower in Support of Individual Training by General Function, FY 1978

(End Strengths, Thousands)

	Military	Civilian	Total
Training and Direct Training Support [1]	90.5	19.9	110.4
Base Operating Support	27.3	28.8	56.1
Major Training Headquarters	1.7	1.4	3.1
Total	119.5	50.1	169.6

[1] Includes instructors, instructional support, school/training center administration, student supervision, and part of student support.

Table 6

Manpower for Individual Training

The amount of military and civilian manpower devoted to the individual training function has been a matter of continuing concern. The Department of Defense has been making a concentrated effort to assure that no more manpower is used in the training function than is essential for effective training.

One serious problem encountered in explaining training manpower has been in identifying manpower which supports the individual training mission. In the Military Manpower Training Report for FY 1978, a conscientious effort was made to determine accurately all manpower used to conduct and support individual training. The manpower determined through this method identifies training manpower more accurately than the Defense Planning and Programming Category (DPPC) "Individual Training," which is used in the Defense Manpower Requirements Report. During the past year the Defense Department has restructured the training-related program elements of the Five-Year Defense Program; when this new data display is available it will improve Defense's ability to identify resources used to support individual training.

Manpower in support of training, as identified in the Military Manpower Training Report, is shown in Table 6.

The manpower shown in Table 6 represents total manpower in support of the individual training mission with the exception of supporting medical manpower. The manpower in the table includes instructors, personnel in support of instruction, student support manpower, and allocations of base operating support and training headquarters manpower.

Table 7 shows the trend in this manpower from FY 1975 to FY 1978.

Over the same period, training workloads—that is, all students trained or supported by this manpower, including, in addition to U.S. military students, foreign students and students from other U.S. departments and agencies—have increased somewhat, as shown in Table 8.

Manpower in support of training is being reduced by 18 per cent from FY 1975 to FY 1978, despite a three per cent increase in student workload. The combined effect of these changes implies a very significant improvement in manpower productivity in the Service training establishments.

The large reduction in manpower in support of training is the result of a number of management actions, including:

- Base realignment actions, either transfer of bases from the training function to the operating forces or realignments or closures which are awaiting completion of the environmental impact process. It will be noted that training manpower in the function Base Operating Support is projected to be 25 per cent lower in FY 1978 than in FY 1975.

• Interservice training consolidations in flight training, either already in effect in FY 1977 or proposed for FY 1978.

• A general tightening of staffing standards in training activities.

Measures of Efficiency and Effectiveness in Training

Last year the Department of Defense undertook a study of existing or potential ways to measure efficiency and effectiveness in individual training. Following are the major conclusions reached in the study.

First, with regard to measures of efficiency, no single measure or combination of measures were found which could be applied to all Defense training, or major aggregations of training, to judge the relative efficiency of that training. Individual training is too diverse and too dynamic to allow useful broad judgments about its efficiency which are based on efficiency criteria applied across the board. Determinations of efficiency are most useful when applied to single courses, or small groups of similar courses. In addition, more than one measure of efficiency should be used to acquire a correct view of training efficiency.

One of the useful measures of efficiency considered was cost per graduate. It includes a standard measure of output—number of graduates—and, in cost, a summation of all the resources required to produce the graduates. Cost per graduate can be used to track trends in efficiency in a given training course or as a means of establishing the value of a change in course content or the method of conducting the training.

Two examples are useful in illustrating possible uses of cost per graduate. The Navy plans to reduce the length of its Officer Candidate Training course from 19 to 16 weeks. The cost implications in FY 1978 of this change are shown in Table 9, which compares projected costs for the 16-week course with the estimated costs of the 19-week course.

The three-week reduction in course length for the Navy program reduces the cost per graduate by approximately $902, mainly because of the reduction in student pay and allowances made possible by the shortened time in training.

In this case it is assumed that student attrition in the 16-week course will be the same as for the 19-week course. If attrition rates should be higher, the savings in cost per graduate would be less, since student inputs and manyears would have to be increased to produce the same number of graduates.

The Army plans to begin one-station unit training (OSUT) in infantry skills at Fort Benning, Georgia, in late FY 1978. This 12-week course, conducted by a

(Continued on Page 10)

Trends in Manpower in Support of Training, FY 1975-78

(Military and Civilian End Strengths, Thousands)

	FY 1975	FY 1976	FY 1978	Per cent Change FY 75-78	FY 76-78
Training & Direct Training Support	128.4	114.0	110.4	−14	− 4
Base Operating Support	74.5	63.3	56.1	−25	−11
Major Training Headquarters	3.3	3.1	− 6	−	
TOTAL	206.2	180.5	169.6	−15	− 6

TABLE 7

Trends in Training Workloads, FY 1975-78

(Thousands)

FY 1975	FY 1976	FY 1978	Per Cent Change FY 75-78	FY 76-78
250.6	245.6	257.9	+3	+5

TABLE 8

Cost Reductions in Navy Officer Candidate Training, FY 1978

	19-Week Course	16-Week Course	Cost Reduction
Number of Graduates	1,174	1,174	
Total Cost ($ Millions)	$6.707	$5.648	$1.059
(Student Compensation)	($6.371)	($5.365)	($1.006)
(Other Costs)	($0.336)	($0.283)	($0.053)
Cost Per Graduate Total	$5,712	$4,810	$902
(Student Compensation)	($5,326)	($4,569)	($857)
(Other Costs)	($ 286)	($ 241)	($ 45)

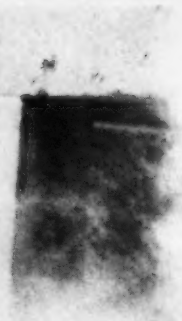
TABLE 9

Cost Reductions from Infantry One-Station Unit Training, FY 1979

Number of Graduates	32,000
Total Cost Reduction ($ Millions)	$15.4
(Trainee Compensation)	($14.5)[1]
(Other Costs)	($ 0.9)
Reduction in Cost Per Graduate Total	$481
(Trainee Compensation)	($453)
(Other Costs)	($ 28)

[1] Excludes $8.6 million required in FY 1978 for military construction at Fort Benning.

TABLE 10



The Marines today are determined that recruit quality will not be sacrificed; that Marine standards will remain high; and that a disciplined, spirited, well-trained Marine will always be the mark of the United States Marine Corps. Even though recruit training continues to be rigorous, artificial stress has been replaced with increased emphasis on personalized leadership.

In the past year, the U.S. Marine Corps and the other Services carefully reviewed their training policies and procedures. Changes in Marine training followed swiftly on the heels of a four-day recruit training conference at Parris Island, S.C., last year.

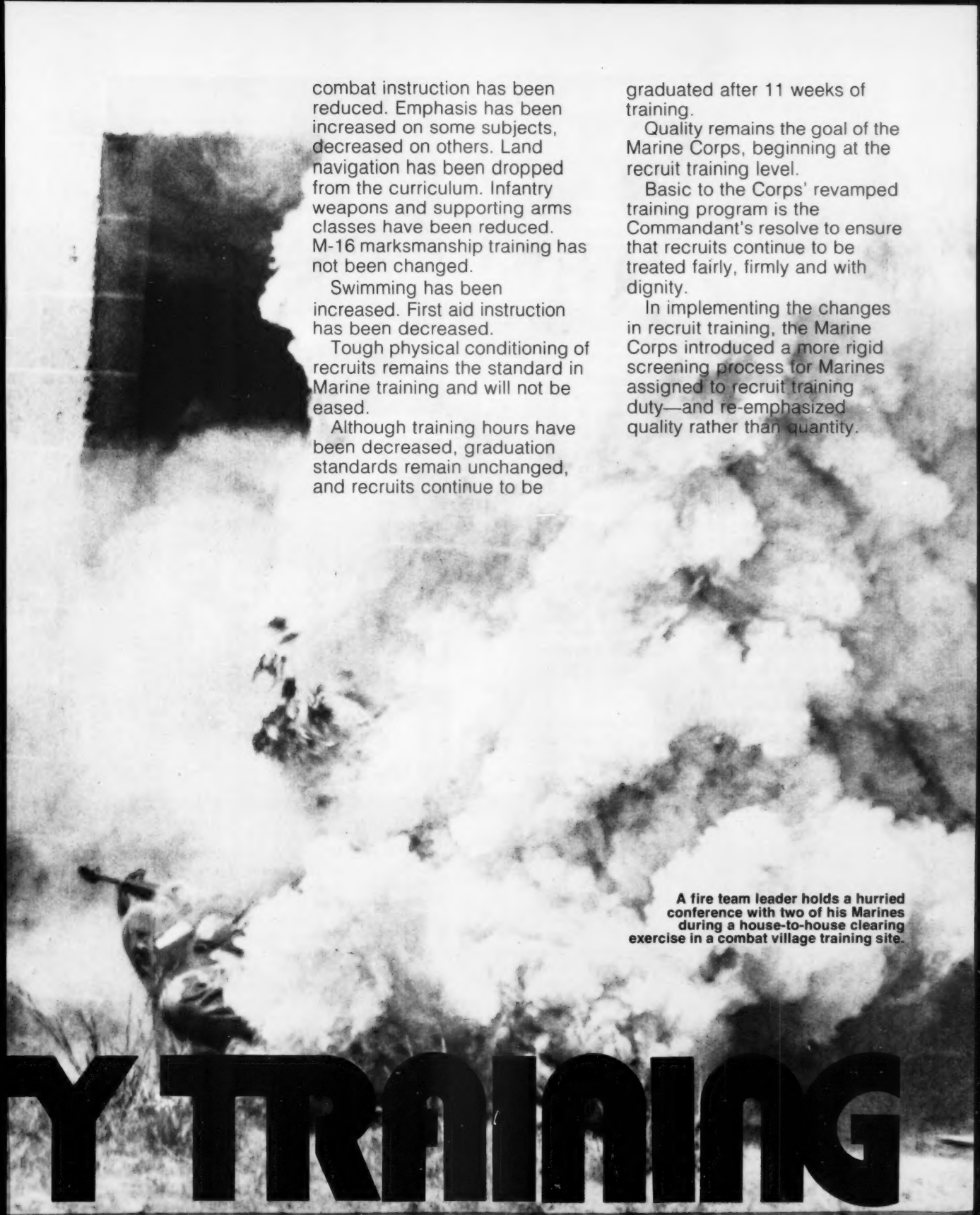
One change, instituted immediately following the 1976 conference, shortened the scheduled training day from 16 to 10 hours (7 a.m. to 5 p.m.) at the Marine Corps' two recruit training depots, Parris Island and San Diego, Calif.

Besides the shortened training day, the hours from 6 p.m. to 8 p.m. are now used as a constructive time by drill instructors and series commanders. Training and administrative procedures during this time require the battalion commander's approval.

The last hours of each day are reserved for the recruit to use for letter writing, maintenance of equipment and other individual activity. Instructional TV is being used for review and preview. Sundays are now devoted to religious activity and athletics, and unscheduled remedial training, the latter again subject to the battalion commander's approval.

Worth noting are changes in the training day itself. The amount of time once given to close-order drill and close

For Marines... NEW QUALIT



combat instruction has been reduced. Emphasis has been increased on some subjects, decreased on others. Land navigation has been dropped from the curriculum. Infantry weapons and supporting arms classes have been reduced. M-16 marksmanship training has not been changed.

Swimming has been increased. First aid instruction has been decreased.

Tough physical conditioning of recruits remains the standard in Marine training and will not be eased.

Although training hours have been decreased, graduation standards remain unchanged, and recruits continue to be graduated after 11 weeks of training.

Quality remains the goal of the Marine Corps, beginning at the recruit training level.

Basic to the Corps' revamped training program is the Commandant's resolve to ensure that recruits continue to be treated fairly, firmly and with dignity.

In implementing the changes in recruit training, the Marine Corps introduced a more rigid screening process for Marines assigned to recruit training duty—and re-emphasized quality rather than quantity.

A fire team leader holds a hurried conference with two of his Marines during a house-to-house clearing exercise in a combat village training site.

Y TRAINING

(Continued from Page 7)

single training unit, will replace the separate seven-week recruit training course and eight-week infantry initial skill training course now being used. Table 10 shows the estimated cost reduction from the introduction of Infantry OSUT.

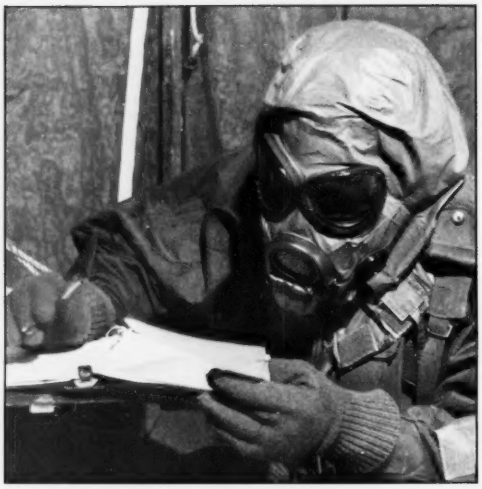
As Table 10 shows, the change from the current method of training to infantry OSUT will substantially reduce the cost per graduate, mainly because of the reduced student pay and allowances resulting from the reduction in training time.

It must be emphasized that cost per graduate, as an indicator of efficiency, must be used with caution. In particular, the amount of training provided to graduates must be the same. Cost per graduate in a given course might be cut in half if course content were reduced; however, since the graduates would learn much less, the lower cost per graduate would be a false indicator of efficiency. A lower cost per graduate does not represent a real economy if the quality of the graduate declines unacceptably.

The two examples above (Navy and Army) correctly measure an improvement in efficiency only if the quality of the graduates is the same in the new course as in the old course. In these two cases, the Services concerned believe that the efficiency gain can be achieved without an appreciable change in graduate quality. The Army, in particular, has conducted extensive tests of OSUT and concludes that graduate quality is essentially the same as under the current two-course training system.

However, if tests or analyses indicate that a training change made for the sake of efficiency degrades graduate quality, it must then be determined if the reduction in training costs is sufficient to outweigh the loss of training effectiveness.

The study also determined that cost per student manyear is a useful measure of the efficiency of training support—that is, for judging the amount of resources re-



An Army student learns protective measures in NBC (nuclear, biological and chemical weapon) Training.

WHAT THEY ARE SAYING . . .

"The need for more balanced national airlift and sealift policy has been receiving a great deal of interest in Washington. Questions have been raised by several Congressional committees on our ability to reinforce NATO forces. These are basically questions of strategic mobility such as: What are our lift requirements in the way of equipment and troops? How much time will we have to respond? What alternatives are available to us in the way of airlift sources, sealift capabilities, and the potential for prepositioning certain large equipment in Europe?"

—PAUL J. HYMAN, *Director for Transportation and Warehouse Policy, Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics) in a speech May 19, 1977, before the Columbus Transportation Club in Columbus, Ohio.*

A soldier carefully places an inert training tank mine in the path of the opposition during an exercise (right) while members of an aero rifle platoon cross a pole obstacle during joint U.S., Canadian and French training in Germany.

"People in uniform are not only part of the defense establishment, they are part of America. Men and women in uniform have committed themselves to the security of our country. By volunteering to serve, they have willingly placed themselves in an environment of service, of challenge, of rigor, and of discipline. They have also placed themselves in a role that can involve considerable inconvenience and risk—even the risk of life itself."

—GEN. GEORGE S. BROWN, *Chairman, Joint Chiefs of Staff, in an Armed Forces Day speech before the Columbus Area Chamber of Commerce, at Columbus, Ohio, May 20, 1977.*

"It is notoriously difficult to assess with precision the military balance between countries. But General Brown, Chairman of the Joint Chiefs of Staff, and I believe that withdrawals of U.S. ground combat forces from Korea can be safely accomplished over the period of 4-5 years under the conditions we have publicly declared, namely the maintenance of U.S. air and logistic support, continued strengthening of South Korean military forces, and the firm commitment of the United States to the security of Korea. We all have full confidence that the Republic of Korea can successfully assume the full ground combat role in the next four-five years."

—SECRETARY OF DEFENSE HAROLD BROWN *in his May 25, 1977 appearance before the National Press Club at Washington, D.C.*

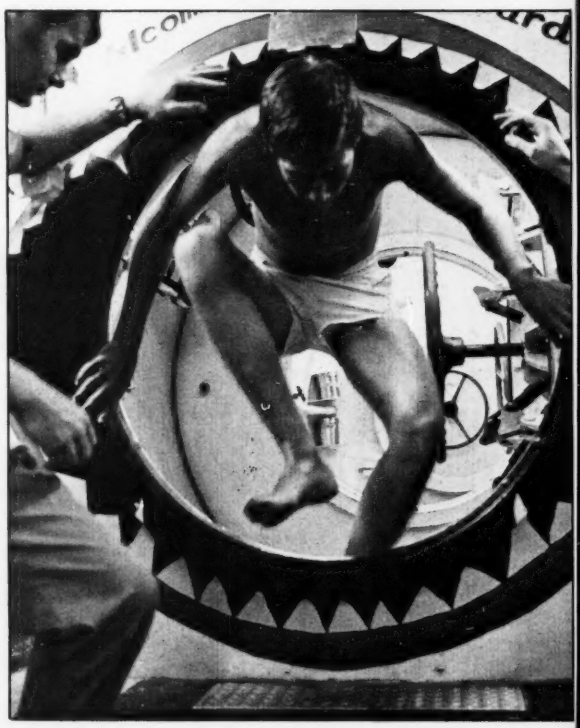
quired to support trainees and students. However, in using this measure, care must be taken to check the effects of differing attrition rates and course lengths. In comparing cost per student manyear for a given course over a period of years, for example, student attrition can vary widely without affecting cost per student manyear, although the effect will be evident in the fluctuations in cost per graduate.

Other useful measures considered in the study and discussed in the report are student manyears per staff manyear, actual versus programmed workload, the degree of skill mismatch existing in the force, and the percentage of Service strength in training.

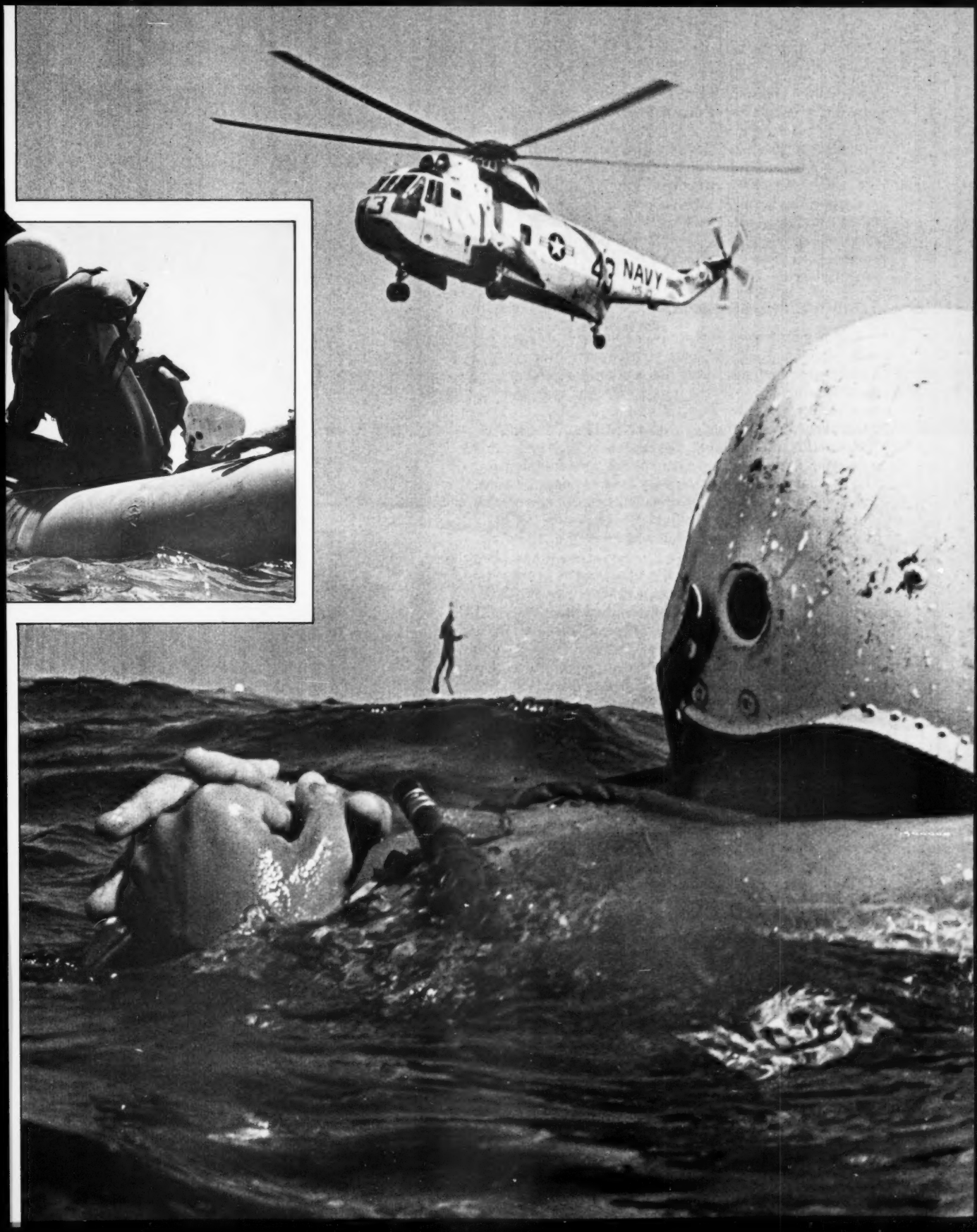
Since cost per graduate and cost per student manyear are most useful for tracking efficiency trends in single courses or groups of similar courses, accurate course-level costing data must be available. During the past year's study it became evident that course-level costing data presently available are frequently incomplete and inconsistent. The Office of the Secretary of Defense will work together with the Services to develop standard costing methodologies which will allow these efficiency indicators to be used effectively as management tools.

Means of measuring the effectiveness of training are considerably more difficult to state in quantified terms, and more reliance must be placed on subjective judgments in determining whether or not training is achieving its objective of producing qualified graduates. It appears that the best way to assure that training is effective is to maintain a training management system with the following characteristics:

- Course design is based on objective field research and analysis of tasks which graduates must actually perform.
- Course content is structured to teach essential tasks which are most efficiently and effectively taught in formal training courses, and the learning of other tasks is deferred to on-the-job training.
- Performance-related testing, used to make sure that



Navy pilots learn deep water environmental survival (top and far right) while a student at the submarine school finds out "first-hand" about the pressure chamber (right), as a part of the Navy's training program.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NAVY

the essential tasks are learned, is properly designed to assure that graduates have met the course learning objectives.

- Mechanisms exist to detect graduates' capability to do their jobs and to feed this information back to training managers so they can correct training deficiencies.

Each of the Services uses training management procedures with these characteristics. The major task in assuring that training is effective is to place strong managerial emphasis on these procedures to make sure that they are properly used.

Training Improvements

The Department of Defense is continuing its efforts to make individual training more efficient and effective. Reductions which are taking place in military and civilian manpower in support of the training mission have already been mentioned. Other initiatives are also being undertaken.

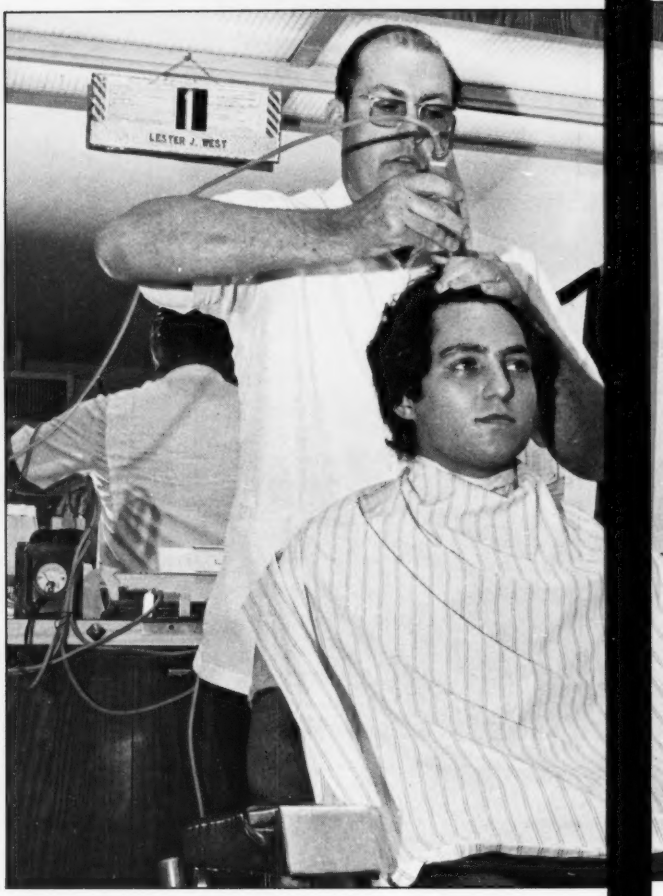
Reductions in Training Time. DoD is seeking opportunities to reduce course lengths and time in training. This is important because military students must be paid and supported. In many cases, savings from reduced time in training will result in net savings even if more instructors and training equipment must be applied to allow the decrease in course length.

In addition to lower costs, the shorter training time through use of the OSUT program in FY 1978 will free some 2,200 trainee manyears, the equivalent of the number of military spaces needed to man four tank battalions.

In February 1977, the Navy reduced its recruit training course from nine to eight weeks. This action will reduce trainee manyears by more than 1,700 in FY 1978.

The Air Force has placed a great deal of emphasis on reducing the length of initial skill training courses for enlisted personnel. In FY 1970, the average course length was 16.8 weeks, and in FY 1975 it was 14.7 weeks. By FY 1978 the Air Force plans an average course length of 13 weeks. If the FY 1975 course lengths were continued in FY 1978, the Air Force would require approximately 2,250 additional student manyears in initial skill training.

Flight Training Consolidations. The conferees on the FY 1977 Defense Appropriations Bill directed further study of the consolidation of all Defense undergraduate helicopter pilot training under a single program conducted by the Army, which was proposed by the Department of Defense last year. The study is in progress and will be provided to the Congress by the directed date. On the basis of the preliminary results of the study DoD has concluded that consolidation would save more than $9 million per year and more than 1,700 military and civilian personnel without loss of training effectiveness. We are therefore again proposing, in the FY 1978 budget, that the consolidation proceed, to be implemented at the beginning of FY 1978. The cited report was provided

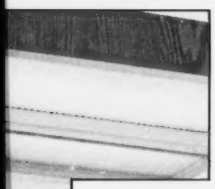


to the Congress in April 1977. The report concluded that consolidation was feasible and desirable, and that potential cost and manpower savings were higher than estimated in the President's budget. The consolidation issue now is under consideration in the Congress.

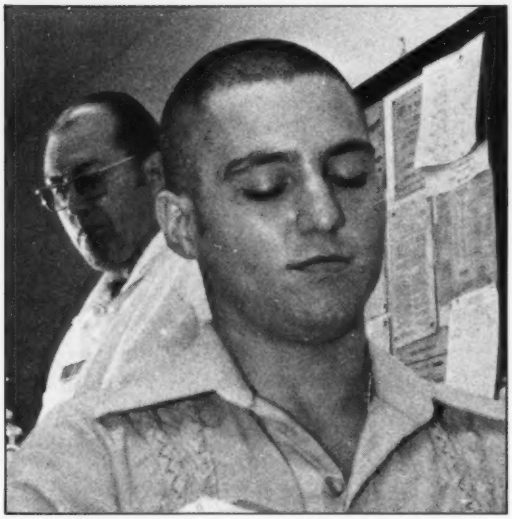
Navigation training of Naval flight officer undergraduate students destined for the multi-engine antisubmarine warfare mission and Marine enlisted navigators was consolidated with Air Force undergraduate navigator training at Mather Air Force Base, California, during the past year. The first Navy students were graduated in December 1976, and the first Marine students were graduated in February 1977.

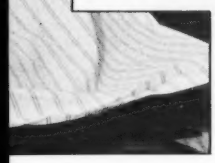
Training Technology. The Services are continuing to take advantage of advances in training technology to improve the quality of training and, where feasible, to reduce training costs.

The Department of Defense is continuing its emphasis on the procurement and use of flight simulators in order to improve training and reduce fuel consumption and other costs associated with the use of aircraft for training. The FY 1978 budget request includes approximately



Now you see it—now you don't! Basic trainees, such as this one at the Lackland Air Force Base's recruit haricut shop, trade in their civilian hairstyles for the "trainee" look (inset), as one of the first steps after beginning recruit training.





Six women Air Force officers began training early this year at the Mather AFB school of navigation. Also in the new consolidated navigator training program at Mather are Naval flight officer undergraduate students and Marine enlisted training navigators.

$260 million for procurement of flight simulators. During FY 1978 Defense estimates that about $600 million in flying-hour costs will be avoided through the use of simulators in flight training and in operational aviation organizations. In future years it is expected that this figure will increase as the modern flight simulators DoD plans to procure become operational.

The use of modern, highly capable flight simulators is increasing in undergraduate flight training. The Army is doubling the amount of time devoted to training in flight simulators in undergraduate flight training and reducing flight time in training aircraft. This year the Air Force will begin using simulators in undergraduate flight training which are considerably more capable than those now in use. Student pilots will receive more than 70 hours in simulators equipped with visual and motion systems, which will provide realistic training in instrument flight, visual approaches and emergency procedures.

Officer Acquisition Programs. Women are attending the Service academies this year for the first time; 357 women were admitted to the three academies in the class of 1980. Their performance has been equal to that of their male classmates, and their rate of attrition has been approximately the same. The number of women enrolled in Service ROTC programs has also increased; FY 1977 female enrollment is up by 28 per cent from the FY 1976 level, and women now constitute about 20 per cent of total ROTC participants.

The Services have made substantial strides in improving the efficiency of their ROTC programs. The Army, through intensive efforts to increase enrollments, has reduced the number of units below the DoD viability standard (17 students enrolled in the third year) from 87 units in FY 1976 to 36 units in FY 1977. Four Army units are expected to close as of FY 1977; four Air Force units will also close in FY 1977. Four Navy units will be closed to new enrollments and will cease operation in FY 1980 when the presently enrolled students are graduated.

In the recent past the Air Force has had to delay bringing some ROTC graduates onto active duty because of reduced officer accession requirements. This problem has now been resolved by reducing ROTC advanced course enrollments.

Control of Recruit Abuse. During the past year each of the Services has carefully reviewed its recruit training policies and procedures, particularly with regard to practices which have led, or could lead, to improper treatment of recruits. The review concluded that current Service policies and regulations are adequate to minimize the incidence of abuse of recruits. Most instances of abuse have come about when policies are not adhered to in practice.

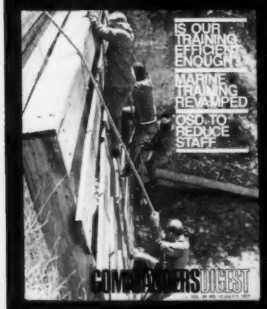
The key to preventing improper treatment of recruits is careful selection of NCO and officer supervisors and continuing command supervision of the actions of these

supervisors. Each of the Services has taken action, where appropriate, to tighten selection, training and control of supervisory personnel in Recruit Training. The Marine Corps has augmented the number of officer supervisors in Recruit Training, reduced scheduled instructional time, and taken a number of other actions aimed at controlling the abuse of recruits. (See story on page 8)

The Department of Defense believes that the reforms undertaken will substantially reduce the potential for improper treatment of recruits. This matter will continue to receive close management attention at all levels.

Summary

The Department of Defense has made substantial progress in making individual training more efficient and effective. We fully recognize the large investment in training and the necessity to use our resources as prudently as possible; Secretary of Defense Harold Brown, as part of the review of manpower he has initiated, intends to look for economies in training activities. We also recognize that properly conducted, well-designed training programs are a vital element of force readiness. We will continue to seek economies in training which can be achieved within the imperative requirement for military forces which can carry out all assigned missions in both peacetime and wartime.



COVER: Recruits at Lackland Air Force Base, Texas learn what basic training is all about.

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WHO'S NEWS IN DEFENSE

Reassignments

Maj. Gen. Volney F. Warner, USA, Commanding General, 9th Infantry Division at Ft. Lewis, Washington, has been reassigned as Commanding General, XVIII Airborne Corps and selected for promotion to lieutenant general.

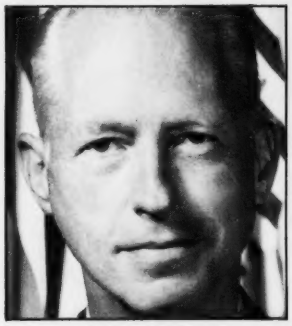
Maj. Gen. Arthur J. Gregg, USA, Deputy Chief of Staff for Logistics, U.S. Army Europe/7th Army, is being reassigned to Director, Logistics Directorate, J-4, Joint Chiefs of Staff. He has been selected for promotion to lieutenant general.

Maj. Gen. Thomas M. Ryan, Jr., USAF, currently serving as Director, Logistics Plans and Programs, Office of the Deputy Chief of Staff/Systems and Logistics, Hq. USAF, will transfer to Deputy Chief of Staff/Systems and Logistics, Hq. USAF. He has been selected for promotion to lieutenant general.

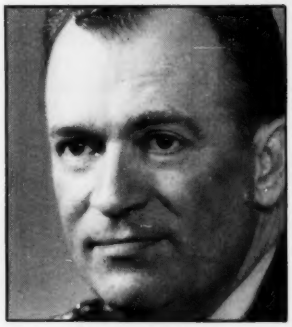
Maj. Gen. James A. Knight Jr., USAF, Commander, USAF Tactical Fighter Weapons Center (TAC), will become Vice Commander, Tactical Air Command at Langley AFB, Va. He has been named for promotion to lieutenant general.

Maj. Gen. Robert J. Baer, project manager for the XM1 Tank System, becomes Deputy Commanding General for Materiel Development, Army Materiel Development and Readiness Command. He was nominated for promotion to lieutenant general.

Lt. Gen. Sidney B. Berry, USA, Superintendent, United States Military Academy, is being transferred to the position of Commanding General, V Corps, United States Army Europe.



General Berry



General Wilson

Retirements

Lt. Gen. Samuel V. Wilson, USA, Director, Defense Intelligence Agency, will retire in grade.

Lt. Gen. Martin C. Colladay, USAF, Deputy Chairman, Military Committee, NATO, will be retired in grade on Aug. 1, 1977.

VADM Joe Williams Jr., USN, Commander, Submarine Force, U.S. Atlantic Fleet, is slated to retire in grade on July 1, 1977.

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